

ADMIRAL TURNER'S SPEECH FILES

18 MAY 1973

INTERVIEW WITH MR. TED HOLMBERG

NAVY review(s)  
completed.

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ILLINOIS

*Handwritten:* 1/18/72  
J. S. 5/18/72

Proud middle America background

Started collegiate education

New England - Annapolis

Lined mainly both coasts

Think of self as cross pollenization

CAREER

Pearl Harbor

Naval Academy

Did not decide on career many years

Tempted to get out

1955 turned down good offer

Back to sea

More exciting - challenging ever since

SUCCESS

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Whatever small success

#### Example Parents

Read lot  
Interested  
Open minded

#### Education

Amherst - Oxford liberal arts emphasis on  
thinking - reasoning, not factual absorption

Annapolis - rigor - logic of engineering & science

#### Advice

Get good education - explore ideas not facts

Don't let yourself become narrow

Always look your job - viewpoint

Your superiors - what his problems

Prepare yourself  
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Do better job

More interesting (Too many people don't see by picture)

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ROUTINE

8:00 - 5:30/6:00

1. Meet with people
2. Attend classes
3. Clear out paper  
Athletics

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HOMEWORK

2 - 3 Hours

Thinking - reading - writing

Avoid interruptions

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DOUBTS

Had doubts all year

Only recent weeks truly confident - seen come together

Man who looks ahead to next job and has no doubts -

has passed his peak

Considerable faith - abilities

God - given - need not be placed over head

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Work at it

1. Encourage subordinates be frank

Create atmosphere  
Show pays off  
Listen - act

2. Consciously bring people do not think alike

Civilian advisors  
Consultants

3. Get out talk to people

Ships  
Midshipmen  
Campus



GROW

Read

3 Newspapers

Providence Journal  
Newport  
Christian Science Monitor  
plus New York Times - Sunday

Journals - world affairs

Seek out intellectual conversation

No person meet from whom can no learn something

Ask

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READING

Besides current

Books - international and military affairs

War and Politics

Best and the Brightest

Like keep novel going

Hornblower

August 1914

Mystery

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RELAX

Squash  
Tennis  
Walk  
Dog  
Reading  
Travel  
Paint?

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PROFESSION

Member Congress

Diplomat

Prejudice for Federal Government

Fascination

Sense contribution

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MEASURES OF SUCCESS

Sense of contribution

1. Most importantly to people -

Encourage live more to fulfill capabilities  
Why like present job

2. Contribution to larger causes

Strengthening society

More people this country & round world have advantages  
I have had

Second Chance

Better read - more rounded person

PhD

UNPOPULARITY  
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Large measure due VN

Changes attitudes, mores, educational level youth of country

Large organizations slow to adapt

Why changes Z so essential

With AVF even more critical be up with times

Confident can rise up from nadir public support

1. Is important have a capable military

People recognize

2. Exciting challenging profession

Continue improve Profession

Improve ability explain why needed

VIETNAM LESSONS

1. Continued value attack carrier

Beginning

End

2. Importance and versatility of NGFS

3. Most -

Need flexibility

Performed lot roles not anticipated

Must not become stereotyped

Doctrine and forces

adaptable - multi-purpose

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STRATEGIC THINKING

Recognize must be prepared for all sorts eventualities

Even more Korea - VN

Contrast standard image of replay WW II

Stress importance using military force to deter conflicts as well  
be prepared fight if necessary



Lippman - good generalization

We are maritime power

Pres Nixon has stressed his speeches

Same time many legitimate objectives can not be accomplished  
by sea and air forces along

Individual case-by-case decision

Easy indulge hindshight in particular instances

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FRENCH REVOLUTION

No -

History good instructor - not repeat itself -

Major difference - communication

Before French Revolution - mercenaries could fight -

no one know

Don't believe if had fought VN all volunteers - country disinterested

NAVY IN LIMITED WARS

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No way US be involved limited war (Canada-Mexico) without  
needing sea lanes -

Primary task ensure can get wherever need to go

Beyond that - best way keep war limited -  
minimize involvement - especially on other fellow's territory

Why Naval air power or blockade so useful -

If decide insert troops

Marines have advantage over beach

extraction

BB

Gorskov not think carrier dead -

Way use carriers changing

Still essential control of seas

Submarines - great future

Not dominate some time -

1. Threat to shipping from air & subs -
2. Trained in lone wolf - stealth operations

Need develop techniques

Team operations

*Always  
resisted SS  
WGFS ?*

Bi-polar - greater emphasis on readiness for big war

Multi-polar - premium on flexibility of military forces  
for unexpected

Multi-increased use of Navy as arm of diplomacy

Nations more likely shift  
their alignment on issues

No- England's separation from continent of  
20 miles in 18th - 19th - greater than ours of 3,000 today

Age of missiles and Nuclear weapons -  
never remote from battlefields as was England

Age delicate balancing of economic,  
diplomatic and military power, never can be  
indifferent to fate of an ally.

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Congress has improved pay

Z has improved conditions

life

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Tempo of overseas operations

Must keep working - AVF - intend to do so

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EVEN AVF CONSIDERABLE NUMBER CIVILIANS COMING AND GOING

ONLY WANT ABOUT 30% REENLISTMENT

PYRAMID

SELECTIVITY

DO NEED ENSURE DRAWING ALL SECTORS COUNTRY - GEOGRAPHICALLY,  
ECONOMICALLY, SOCIALLY, ETHNICALLY, ETC. NEED BE CONSCIOUS IN  
RECRUITING

ALSO NEED BE CONSCIOUS IMPORTANCE MAINTAINING DIALOGUE  
CIVILIAN WORLD.

TWO WAY STREET -

AVF MEANS CIVILIANS MUST INCREASE NOT DECREASE INTEREST IN  
MILITARY

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EMPHATICALLY NO - WE HAVE MADE EFFORTS OVER 20 YEARS OPEN  
OPPORTUNITIES MINORITIES.

REMEMBER INCIDENT 1951

MISSED WHOLE ISLAND

NAVY IS BEHIND IN #'S - WORKING TO CORRECT

MEANTIME - PERCEIVED RACISM

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COMMUNITIES

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RECEIVE WONDERFUL SUPPORT - ESPECIALLY NEWPORT

WORK HARD AT COOPERATION AND COMMUNITY RELATIONS - CHURCH,  
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I think reasonable

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Litton - Grumman

Some measure coop essential to security -

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COME TO US TECHNICAL BACKGROUND EXPERIENCE, TRAINING, EDUCATION

BLACK & WHITE

PREPARE FOR BROADER PROBLEMS LIE AHEAD - UNCERTAIN, INEACT

ONE WAY LOOK -

HAVE BEEN ANSWERING?

NOW ASK - IS RIGHT?

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SCHOOL VS SHIP

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BEAUTY NAVY CAREER IS VARIETY EXPERIENCES

MAKES LIFE INTELLECTUALLY VITAL

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TRIED IMAGINE SOV ADM THINKING DEALT MEN ACTION

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DELIVING INTO HISTORY PEDAGOGY DEAL MEN OF ACADEMIC PROMESS  
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BEAUTIFULLY -

ENTHUSIASM

REASONABLE ATTENDANCE

WIVES DID WELL -

GREAT ? IMAGINATION

DEMAND NEXT YEAR

WORTHWHILE - KEEP HUSBAND AND WIFE TEAM CLOSE

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FEMALES

Growing - only waiting constitutional amendment

Part effort take every reasonable step meet manpower  
requirements in AVF.

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UNDERSTAND PEOPLE

1st - Don't think our people as isolated as suggest

Stressed need appreciate importance understanding national will -

Opinion

Servants

Major conference with media

Race relations training

Contemporary Civilization

Art

Movie

Biology

China

Future

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MISSION OF DETERRING -

SAME TIME CAN'T DO JOB WITH MIRRORS OR MADISON AVE TECHNIQUES

POTEMKIN VILLAGE - SEEN THROUGH

STILL - MUST LEARN TO CONSIDER IMPACT IMAGE -

SMALL AND LARGE SHOW OF FORCE

MUST ALSO CONSIDER IMPACT STATEMENTS OPINIONS POTENTIAL ADVERSARIES  
AND 3RD NATIONS

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WAR INVOLVES KILLING

KILLING IMMORAL

WAR IMMORAL

WHAT PEOPLE MEAN IS MORE OR LESS MORAL - JUST USE OF  
MORALITY CONFUSES ISSUE - MAKES IT APPEAR BLACK AND WHILE STANDARD  
EXISTS -

INSTEAD MUST LOOK AT LEACH ACTION - STEP LEAD TO WAR - BEST  
CAN DO UNDER CIRCUMSTANCES.

POLICEMAN KILLS ASSAILANT JUST BEFORE MURDER - COMMITTING LEAST  
IMMORAL ACT UNDER CIRCUMSTANCES

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KILL THOUSANDS

Consequences to those and other thousands be as bad or worse

if plan not exist

Undoubtedly have plans

Nuclear war -

Existence of plans & capability what deters

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UNLAWFUL

Steal, murder, lie, cheat

Standards decency - morality

Individual issue -

Consequences worth it

Nelson's blind eye

events overtaken orders -

Rowan

Burke

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GREATEST DANGER

Apathy

Strength will intelligence do whatever necessary -

Our way government and principles freedom individual root  
source that strength

But - participation by people is basic foundation



NAVY THREAT

Scyller and Charybdis

Schyller of pricing ourselves out

the requisite capability

Charybdis of not being able to afford what modern

technology demands as minimum capabilities

People - over extended

Can't replay VN without greater resources

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HUMAN RELATIONS

Believe well aware need

human relations

Stress - decision no good if ...

Remember - education - not training

Not "how to do it" all -

Take forever -

Make conscious need and how to approach

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SURFACE ENGAGEMENTS

Yes - remotely

Soviets building 2 carriers

In time - considerable -

possible

Nature Warfare changing

Longer range

quicker

more electronic impact

more difficult to hide/deceive

Easier predict outcome -

therefore less likely happen  
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16 May

From: 003

To: 00

Subj: interview with Holmberg

1. Ted was kind enough to give me a copy of the questions he would like to ask you. You should read through them first -- then we should talk about them before I try to write up suggested answers to those that I can answer.

2. Ted was explicit AS I AM -- keep the answers short, precise. We will have complete flexibility to cover what we want and can stop the recorder, sift out an answer and then start the recorder again. He does not repeat not intend to put you on the spot. Any question that is uncomfortable can be scratched. You will note the questions are good, pertinent and not tied to any perishable, emotional issue. You can see by the structure of the questions that this will not be a normal hardnews press conference.

3. I think it will be an excellent opportunity.

V/R  
*Jack.*

Keep answers short

Be specific, precise.

Avoid generalization

Anecdotes when possible.

Let's begin at the beginning. You grew up in Illinois. Do you think of yourself as pretty much a middle American?

\*\*

What made you, a middle Westerner, decide on a career in the Navy? Do you remember when the decision was made?

\*\*

You have been enormously successful. To what do you attribute your success? What advice would you give a young man entering the Navy now?

\*\*

How do you spend an average day?

\*\*

How much work do you take home?

\*\*

You seem a man very sure of himself and of his place in the world. Do you have any doubts? What are they?

\*\*

As a man in great power, how do you avoid becoming isolated?

\*\*

How do you manage to stay on top of what's happening in the world, to grow?

\*\*

What do you read?

88

How do you relax?

\*\*

If you were not an admiral of the Navy, what do you think you might be?

\*\*

When the time comes to retire, how will you measure your career? By what standards will you say it was a good and fruitful life? What have you not

done in terms of hopes and dreams that you would try for if given 2nd chance

Let's talk about the military if we may. It seems to have a bad name in some quarters - especially among our young - Is this all the fault of Vietnam? What can be done about it?

\*\*

What did the Navy learn from Vietnam?

\*\*

How has the strategic or tactical thinking changed?

\*\*

There was some feeling throughout the Vietnam conflict that our nation's interests would have been better served by a very limited land engagement with strong air and naval support. I believe it was Walter Lippman who suggested that between either China and Russia and this country it was a question of an elephant against a whale and we ought not to be drawn into an arena that would favor our opposition. Have you anyntxx thoughts on this?

\*\*

It has also been suggested in the aftermath of Vietnam that this nation must recognize the fact that we may have passed through the age of national wars that began with the French Revolution and may now be returning to a time when limited wars are fought by professional military forces for very limited objectives without involving the honor or emotional commitment of the belligerents involved? Is this a possibility?

\*\*

In such an era of limited wars, what would be the part played by the Navy?

\*\*

The day of the big battleship is over. There are those who say the day of the big airplane carrier is dead Too. Is the Navy of the future to be a submarine oriented force for attack with missiles?

Do you think it is even remotely possible that we will ever again see a surface naval engagement of the magnitude of say Midway? What form would it take?

\*\*

The domination of the period since World War II by only two world powers will probably prove a temporary aberration. How will the change from a bi-polar to a multi-polar world change Navy thinking?

\*\*

Does a maritime orientation towards strategy open us to the same criticism as England was subject to in past centuries from Europe - that there was a lack of commitment to allies?

\*\*





There seems to be a tie-in between the military and industry in many ways. What President Eisenhower called the military-industry complex, I guess. How do you feel about it and especially about what seems to be a tendency on the part of the Pentagon to subsidize some industries and a tendency of many high-ranking officers to join various industries connected with military production when they retire? .

\*\*

*Wm. L. Hughes*

Just what is the War College supposed to do for the Navy?

\*\*

Running a college is far different from running a ship. Is one more demanding and challenging than the other?

\*\*

You inaugurated a distaff course on strategy and on anthropology at the college for wives. How has it workrd?

88

While we're at it, what about the female part in the Navy of the future?

\*\*

I note in one of your speeches that you say one of the purposes of the War College is to prepare the next crop of Naval leaders~~ship~~ To understand the society they serve and to deal intelligently with the imprecise, uncertain and subjective character of the national will. Yet I also note from the course of studies that there os almost nothing that would help an officer, presumably isolated from very much civilian contact, to truly understand the people he is serving?

\*\*

Has any thought been given to work in human as well as public relations?

\*\*

Is there any relationship here between this and the shift from a national policy of containment to one of balance or influence. Isn't the later to a great extent one of image and thus a public relations problem? I'm think eslecially of such things as the British navy of old and its image of invulnerability and the Roosevelt white fleet, which first expressed this country's global interets

What thoughts do you have about the morality of war?

\*\*

How would you justify in your own mind plans which might kill thousands of persons?

\*\*

At what point is it justifiable for a military man to disobey the orders of his superiors?

\*\*

What do you see as the greatest danger to our nation?

\*\*

To the navy?

\*\*

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Job market not as good

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UNLAWFUL

Steal, murder, lie, cheat

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40

GREATEST DANGER

Apathy

Strength will intelligence do whatever necessary -

Our way government and principles freedom individual root  
source that strength

But - participation by people is basic foundation

41

NAVY THREAT

Scyller and Charybdis

Schyller of pricing ourselves out

the requisite capability

Charybdis of not being able to afford what modern

technology demands as minimum capabilities

People - over extended

Can't replay VN without greater resources



Proud middle America background

Started collegiate education

New England - Annapolis

Lined mainly both coasts

Think of self as cross pollenization

1

CAREER

Pearl Harbor

Naval Academy

Did not decide on career many years

Tempted to get out

1955 turned down good offer

Back to sea

More exciting - challenging ever since

2

Example Parents

Read lot  
Interested  
Open minded

Education

Amherst - Oxford liberal arts emphasis on  
thinking - reasoning, not factual absorption

Annapolis - rigor - logic of engineering & science

Advice

Get good education - explore ideas not facts

Don't let yourself become narrow

Always look your job - viewpoint

Your superiors - what his problems

Prepare yourself

Do better job

More interesting (Too many people don't see by picture)

3

ROUTINE

8:00 - 5:30/6:00

1. Meet with people
  2. Attend classes
  3. Clear out paper
- Athletics

4

HOMEWORK

2 - 3 Hours

Thinking - reading - writing

Avoid interruptions

5

DOUBTS

Had doubts all year

Only recent weeks truly confident - seen come together

Man who looks ahead to next job and has no doubts -

has passed his peak

Considerable faith - abilities

God - given - need not be placed over head

6

Work at it

1. Encourage subordinates be frank

Create atmosphere  
Show pays off  
Listen - act

2. Consciously bring people do not think alike

Civilian advisors  
Consultants

3. Get out talk to people

Ships  
Midshipmen  
Campus

7

GROW

Read

- 3 Newspapers

Providence Journal  
Newport  
Christian Science Monitor  
plus New York Times - Sunday

Journals - world affairs

Seek out intellectual conversation

No person meet from whom can no learn something

Ask

8

READING

Besides current

Books - international and military affairs

War and Politics

Best and the Brightest

Like keep novel going

Hornblower

August 1914

Mystery

9

RELAX

Squash

Tennis

Walk

Dog

Reading

Travel

Paint?

10

PROFESSION

Member Congress

Diplomat

Prejudice for Federal Government

Fascination

Sense contribution

11

MEASURES OF SUCCESS

Sense of contribution

1. Most importantly to people -

Encourage live more to fulfill capabilities  
Why like present job

2. Contribution to larger causes

Strengthening society

More people this country & round world have advantages  
I have had

Second Chance

Better read - more rounded person

PhD

12

Large measure due VN

Changes attitudes, mores, educational level youth of country

Large organizations slow to adapt

Why changes Z so essential

With AVF even more critical be up with times

Confident can rise up from nadir public support

1. Is important have a capable military

People recognize

2. Exciting challenging profession

Continue improve Profession

Improve ability explain why needed

13

VIETNAM LESSONS

1. Continued value attack carrier

Beginning

End

2. Importance and versatility of NGFS

3. Most -

Need flexibility

Performed lot roles not anticipated

Must not become stereotyped

Doctrine and forces

adaptable - multi-purpose

14

STRATEGIC THINKING

Recognize must be prepared for all sorts eventualities

Even more Korea - VN

Contrast standard image of replay WW II

Stress importance using military force to deter conflicts as well  
be prepared fight if necessary

15

VIETNAM STRATEGY

Lippman - good generalization

We are maritime power

Pres Nixon has stressed his speeches

Same time many legitimate objectives can not be accomplished

by sea and air forces along

Individual case-by-case decision

Easy indulge hindsight in particular instances

16



No -

History good instructor - not repeat itself -

Major difference - communication

Before French Revolution - mercenaries could fight -

no one know

Don't believe if had fought VN all volunteers - country disinterested

17

#### NAVY IN LIMITED WARS

No way US be involved limited war (Canada-Mexico) without  
needing sea lanes -

Primary task ensure can get wherever need to go

Beyond that - best way keep war limited -  
minimize involvement - especially on other fellow's territory

Why Naval air power or blockade so useful -

If decide insert troops

Marines have advantage over beach

extraction

18

BB

Gorskov not think carrier dead -

Way use carriers changing

Still essential control of seas

Submarines - great future

Not dominate some time -

1. Threat to shipping from air & subs -
2. Trained in lone wolf - stealth operations

Need develop techniques

Team operations

19

SURFACE ENGAGEMENTS

Yes - remotely

Soviets building 2 carriers

In time - considerable -

possible

Nature Warfare changing

Longer range

quicker

more electronic impact

more difficult to hide/deceive

Easier predict outcome -

therefore less likely happen

20

MULTI-POLAR

Bi-polar - greater emphasis on readiness for big war

Multi-polar - premium on flexibility of military forces  
for unexpected

Multi-increased use of Navy as arm of diplomacy

Nations more likely shift

their alignment on issues

21

No- England's separation from continent of  
20 miles in 18th - 19th - greater than ours of 3,000 today

Age of missiles and Nuclear weapons -  
never remote from battlefields as was England

Age delicate balancing of economic,  
diplomatic and military power, never can be  
indifferent to fate of an ally.

22

#### RETENTION

No - Reenlistment rates are up markedly -

Congress has improved pay

Z has improved conditions

life

Job market not as good

Tempo of overseas operations

Must keep working - AVF - intend to do so

23

NOT SO - CAN TAKE YOU JUST A FEW MILES TO NEW EM HOUSING AS NICE AS  
ANY OFFICERS. AND MORE UNITS AVAILABLE EVERY YEAR. NAVY PUSHED HARD  
LAST 4 YEARS FOR MORE AND BETTER HOUSING.

HOUSING ALLOWANCE NOT ADEQUATE FOR THOSE CAN NOT LIVE IN GOVERNMENT  
HOUSING - CONGRESS DID INCREASE IT NOT LONG AGO.

24

ADVANCEMENT

NOT DISCOURAGING - IS TANTALIZING -

MOST NAVY MEN UNDERSTAND REASON

LEGAL OILING NUMBER MEN EACH GRADE

AS ONE LEAVES/PROMOTED - OPENING

IF NO ONE WAITING IN LINE, OPPORTUNITY GOES VACANT AND PAY LOST

WHY HAVE QUAL EXAMS 2 YEAR - LAST MAN CAN WAIT 6 MO

BUT RECENTLY SHORTAGES PERSONNEL FUNDS

FORCED LONGER WAITING LEST TO SAVE \$

ADDITION - PROUD OF OUR SYSTEM - NO CHANCE - FAIR AND OBJECTIVE

EM NAVY WIDE TEST

OFFICERS - STATUTORY BOARD

25

DEFINITELY NO -

EVEN AVF CONSIDERABLE NUMBER CIVILIANS COMING AND GOING

ONLY WANT ABOUT 30% REENLISTMENT

PYRAMID

SELECTIVITY

DO NEED ENSURE DRAWING ALL SECTORS COUNTRY - GEOGRAPHICALLY,  
ECONOMICALLY, SOCIALLY, ETHNICALLY, ETC. NEED BE CONSCIOUS IN  
RECRUITING

ALSO NEED BE CONSCIOUS IMPORTANCE MAINTAINING DIALOGUE  
CIVILIAN WORLD.

TWO WAY STREET -

AVF MEANS CIVILIANS MUST INCREASE NOT DECREASE INTEREST IN  
MILITARY

26

### RACISM

EMPHATICALLY NO - WE HAVE MADE EFFORTS OVER 20 YEARS OPEN  
OPPORTUNITIES MINORITIES.

REMEMBER INCIDENT 1951

MISSED WHOLE ISLAND

NAVY IS BEHIND IN #'S - WORKING TO CORRECT

MEANTIME - PERCEIVED RACISM

FEEL VERY REAL RESPONSIBILITIES

RECEIVE WONDERFUL SUPPORT - ESPECIALLY NEWPORT

WORK HARD AT COOPERATION AND COMMUNITY RELATIONS - CHURCH,  
SCOUTING, LITTLE LEAGUE, BOY'S CLUB, PTA, ETC.

STILL, OUR MISSION IS TO PROVIDE MOST DEFENSE FOR TAX PAYER'S DOLLAR.  
CAN NOT JUSTIFY EXPENDITURES FOR REASONS OF BOLSTERING THE ECONOMY,  
OTHER AS DIRECTED BY CIVILIAN AUTHORITIES

YOU CAN APPRECIATE HOW EXPENSIVE AND DISTORTED OUR MILITARY  
ESTABLISHMENT COULD BE IF NEVER COULD CHANGE.

PREDICT IMPACT ON NEWPORT SUBSTANTIALLY LESS THAN FORECAST  
MANY PEOPLE LEAVING SPEND LESS 37% INCOME IN R.I.

28

#### POLITICAL FACTORS

Theoretically some savings might be possible

But expense in long run great

Country built on responsiveness of government to citizens

Soviet Union government can align bases without

political factors - but I would not trade

MIC

In democratic government never want one element predominate  
more appropriate

Eisenhower was warning against lack alertness  
to this in 1 area

Fact you asked? indicates is a balancing -

I think reasonable

Navy recently struck some hard bargains - 2 giants

Litton - Grumman

Some measure coop essential to security -

Build house - work architect & builder -

30

NWC

MID CAREER OFFICERS - EXPAND HORIZONS

COME TO US TECHNICAL BACKGROUND EXPERIENCE, TRAINING, EDUCATION

BLACK & WHITE

PREPARE FOR BROADER PROBLEMS LIE AHEAD - UNCERTAIN, INEFFECT

ONE WAY LOOK -

HAVE BEEN ANSWERING?

NOW ASK - IS RIGHT?



SCHOOL VS SHIP

NO - JUST DIFFERENT

BEAUTY NAVY CAREER IS VARIETY EXPERIENCES

MAKES LIFE INTELLECTUALLY VITAL

2 1/2 YRS CTG - MED

FLEW

HELO - SURPRISE INSPECTIONS

TRIED IMAGINE SOV ADM THINKING DEALT MEN ACTION

IN BETWEEN

ANALYZED DECISIONS INVOLVING \$

DEALT MEN KEEN MANGES/POL

NOW-

DELIVING INTO HISTORY, PEDAGOGY - DEAL MEN OF ACADEMIC PROMESS

32

DISTAFF

BEAUTIFULLY -

ENTHUSIASM

REASONABLE ATTENDANCE

WIVES DID WELL -

GREAT ? IMAGINATION

DEMAND NEXT YEAR

WORTHWHILE - KEEP HUSBAND AND WIFE TEAM CLOSE

33

FEMALES

Growing - only waiting constitutional amendment

Part effort take every reasonable step meet manpower  
requirements in AVF.

34

UNDERSTAND PEOPLE

1st - Don't think our people as isolated as suggest

Stressed need appreciate importance understanding national will -

Opinion

Servants

Major conference with media

Race relations training

Contemporary Civilization

Art

Movie

Biology

China

Future

HUMAN RELATIONS

Believe well aware need

human relations

Stress - decision no good if ...

Remember - education - not training

Not "how to do it" all -

Take forever -

Make conscious need and how to approach

36

IMAGE

YES - IMAGE MILITARY CREATES IS INCREASINGLY IMPORTANT AS ACCENT  
MISSION OF DETERRING -

SAME TIME CAN'T DO JOB WITH MIRRORS OR MADISON AVE TECHNIQUES

POTEMKIN VILLAGE - SEEN THROUGH

STILL - MUST LEARN TO CONSIDER IMPACT IMAGE -

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